



**Eberswalde University  
for Sustainable  
Development**



**Centre for Economics and  
Ecosystem Management**

# **Strategies: Elements and classifications**

**Module: Strategies for change and  
transformation**

Study program  
**Global Change Management (M.Sc.) – 2<sup>nd</sup> Term**

***Luzmila Rosales Richard***  
Eberswalde March, 20 2025

# What are you going to do?

## When?



# Outline

**I. Elements of a strategy**

**II. Type of strategies**

# I. Elements of a strategy

*What we need to formulate a strategy?*



Question by KonKapp from NounProject.com



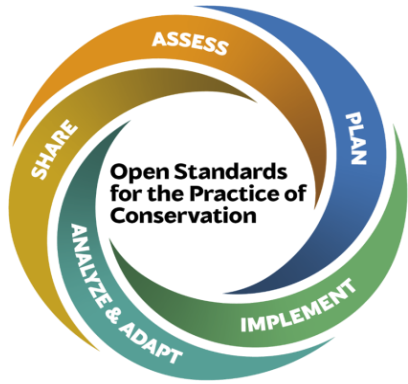


## Strategy....

- Comprises a set of decisions regarding the use of available resources  
**(management)**
- It also includes the establishment of appropriate socio-institutional conditions **(governance)**
- that enable **effective action**
- to achieve desirable **goals** and **objectives**.



Source: Schick et al., 2022



## Strategy....

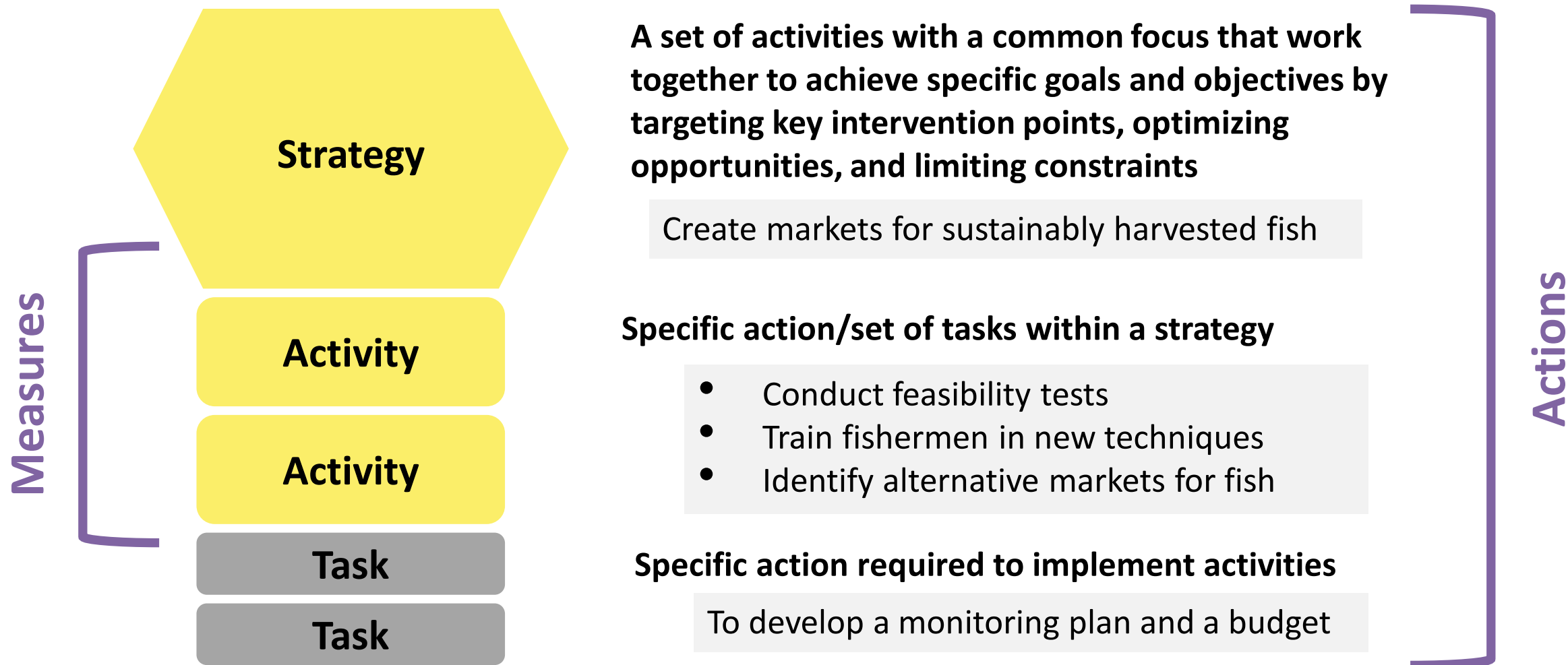
- A **set of activities** with a **common focus** that work together
- to achieve specific **goals** and **objectives**
- by targeting **key intervention points**,
- optimizing **opportunities**, and **limiting constraints**”

### *How will we do things?*

- What to change/transform?
- Who to influence? With whom to work with?
- Where to intervene – where not?
- How and what to do?

Based on: CS Strategy selection. [Open Standards for the Practice of Conservation version 4.0](#)

# ACTIONS, STRATEGIES, ACTIVITIES, TASKS





## Goals (in a project/intervention)

“observable and measurable end result with one or more objectives to be achieved within a more or less fixed time frame”.

Schick et al. 2022



## Smart Criteria

**Specific** – Clearly defined

**Measurable** – Definable in relation to some standard scale

**Achievable** – Practical and appropriate within the context

**Results-Oriented** – Represents necessary changes

**Time Limited** – Achievable within a specific time frame

Based on: [Open Standards for the Practice of Conservation version 4.0](#)



## Project goal example applying the SMART criteria

**First draft:** Increase sea turtle hatchlings



**Second draft:** Increase the number of sea turtle hatchlings each year on the Baja California Sur and Michoacán turtle camps



**Final Goal:** By 2027, the number of sea turtle hatchlings will be increased to over 850 each year on the Baja California Sur and Michoacán turtle camps



Use as a framework the session on  
Wednesday, 19.03 with Martin Welp

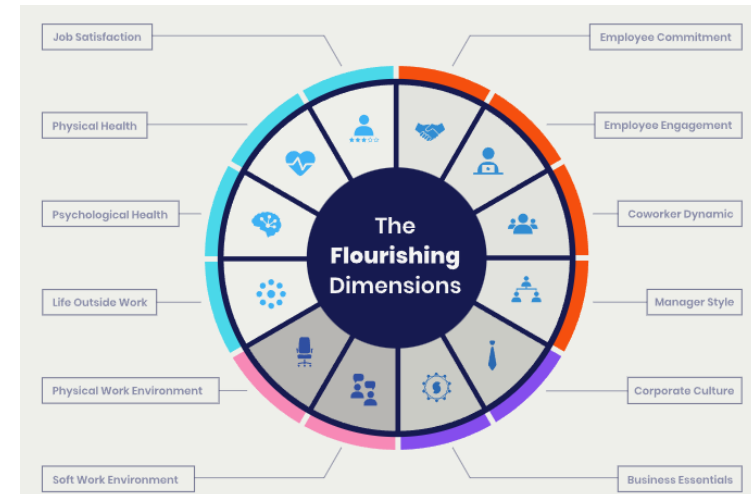
Sustainable Development  
Goals (SDGs) – progress  
and monitoring



Eberswalde 19 March 2025

# Are the SDGs enough?

Strategies for Change and Transformations  
Martin Welp



# Other goals examples:



## Sustainable Development Goals (SDGs)

Example:



Target

**10.1**

By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average

Goals

**10**

**Reduce inequality within and among countries**

<https://www.globalgoals.org/>

# Other goals examples:

## Inner Development Goals (IDGs)

Skills and qualities

The screenshot shows the 'Being' goal selected in a navigation menu. The main content area displays the '1. Being' goal with the subtitle 'Relationship to Self'. Below this is a large white circle icon and a descriptive paragraph: 'Cultivating our inner life and developing and deepening our relationship to our thoughts, feelings and body help us be present, intentional and non-reactive when we face complexity.' To the right, a list of sub-goals is shown: 'Inner Compass', 'Integrity and Authenticity', 'Openness and Learning Mindset', 'Self-awareness', and 'Presence'. The 'Inner Compass' sub-goal is highlighted, and a red-bordered box contains its description: 'Having a deeply felt sense of responsibility and commitment to values and purposes relating to the good of the whole.'

Being

Thinking

Relating

Collaborating

Acting

### 1. Being

Relationship to Self

Cultivating our inner life and developing and deepening our relationship to our thoughts, feelings and body help us be present, intentional and non-reactive when we face complexity.

- Inner Compass
- Integrity and Authenticity
- Openness and Learning Mindset
- Self-awareness
- Presence

Inner Compass

Having a deeply felt sense of responsibility and commitment to values and purposes relating to the good of the whole.

<https://innerdevelopmentgoals.org/framework/>



# Other examples:

## Flourishing Goals

1. Life Satisfaction, including through a comfortable standard of living
2. Holistic health and well-being
3. Fulfilling social, political and economic relationships
4. Meaning and purpose
5. Contributing to the flourishing of all lifeforms (including plants and animals).

*Karthikeya et al., nd*

## II. Types of strategies

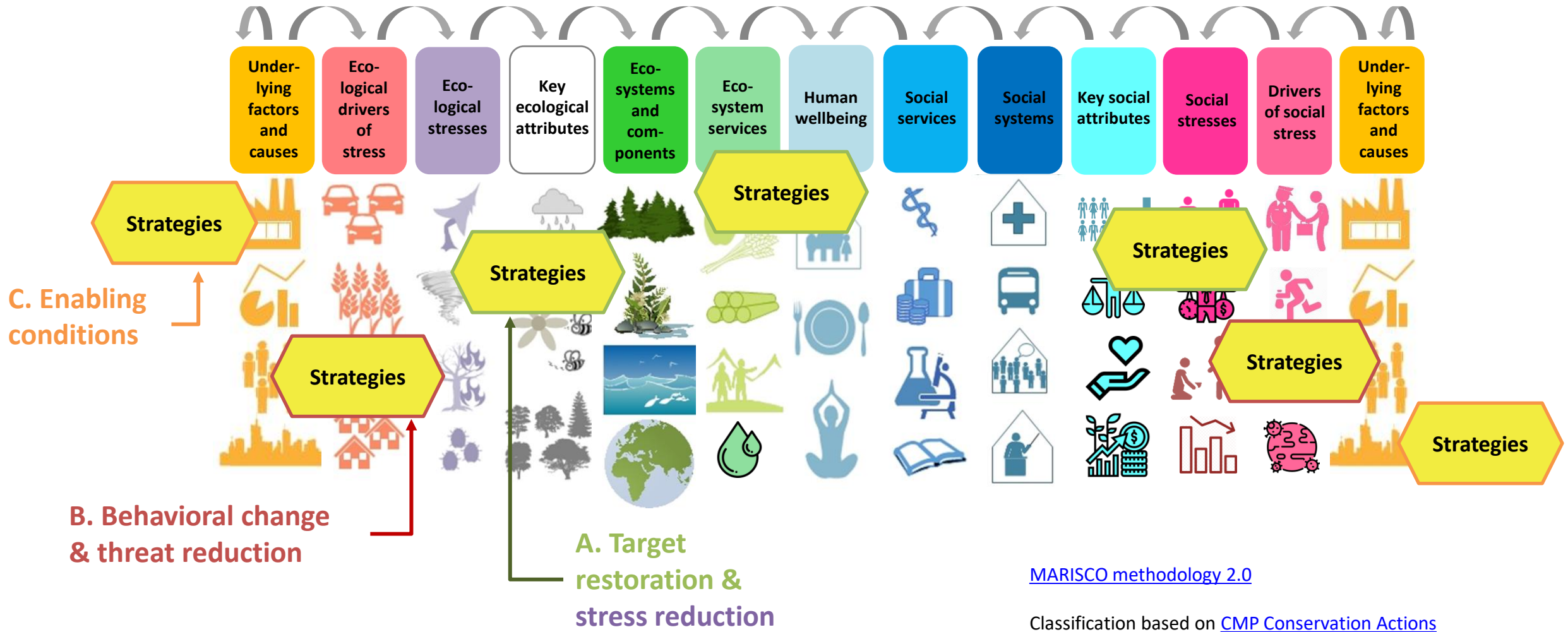
### 1. MARISCO classification

### 2. Other ways to think about types of strategies

- Lines of Action in EbA interventions
- Ecosystem stewardship framework
- Societal change



# MARISCO 2.0 – step sequence of the conceptual model



# A. Strategies for target restoration & stress reduction

### 1. Land / Water Management

#### *Artificial reef*



<https://www.economist.com/science-and-technology/a-new-form-of-sea-defence-is-part-natural-part-artificial/21804386>

### 2. Species Management

#### *Rescue and rehabilitation of Manatees for later re-introduction*



<https://es.mongabay.com/2018/05/centro-de-rescate-amazonico-manaties-peru/>

(See the classification list in Schick et al., 2022)

## B. Strategies for **behavioral change & threat reduction**

### 3. Awareness Raising



<https://www.internationalwomensday.com/Theme>

### 4. Law Enforcement & Prosecution



<https://www.echr.eu/en/case/indonesia-climate-change-pari/>  
<https://climatecasechart.com/non-us-climate-change-litigation/>

### 5. Livelihood, Economic & Moral Incentives



<https://www.cifor-icraf.org/research/topic/livelihoods-and-migration/>

(See the classification list in Schick et al., 2022)



## C. Strategies for enabling conditions

### 6. Conservation Designation & Planning



<https://www.iucn.org/our-work/protected-areas-and-land-use>

### 7. Legal & Policy Frameworks

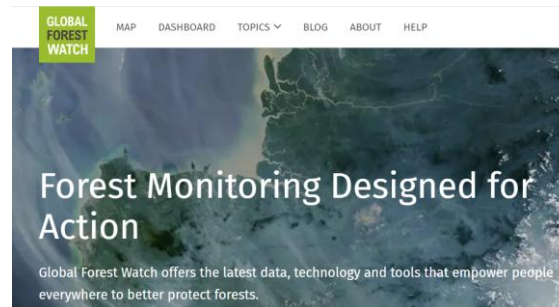
#### The European Green Deal

Striving to be the first climate-neutral continent

[https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en)

<https://ec.europa.eu/stories/european-green-deal/>

### 8. Research & Monitoring



<https://www.globalforestwatch.org/>



## II. Types of strategy

### 9. Education & Training



<https://sdgacademy.org/>

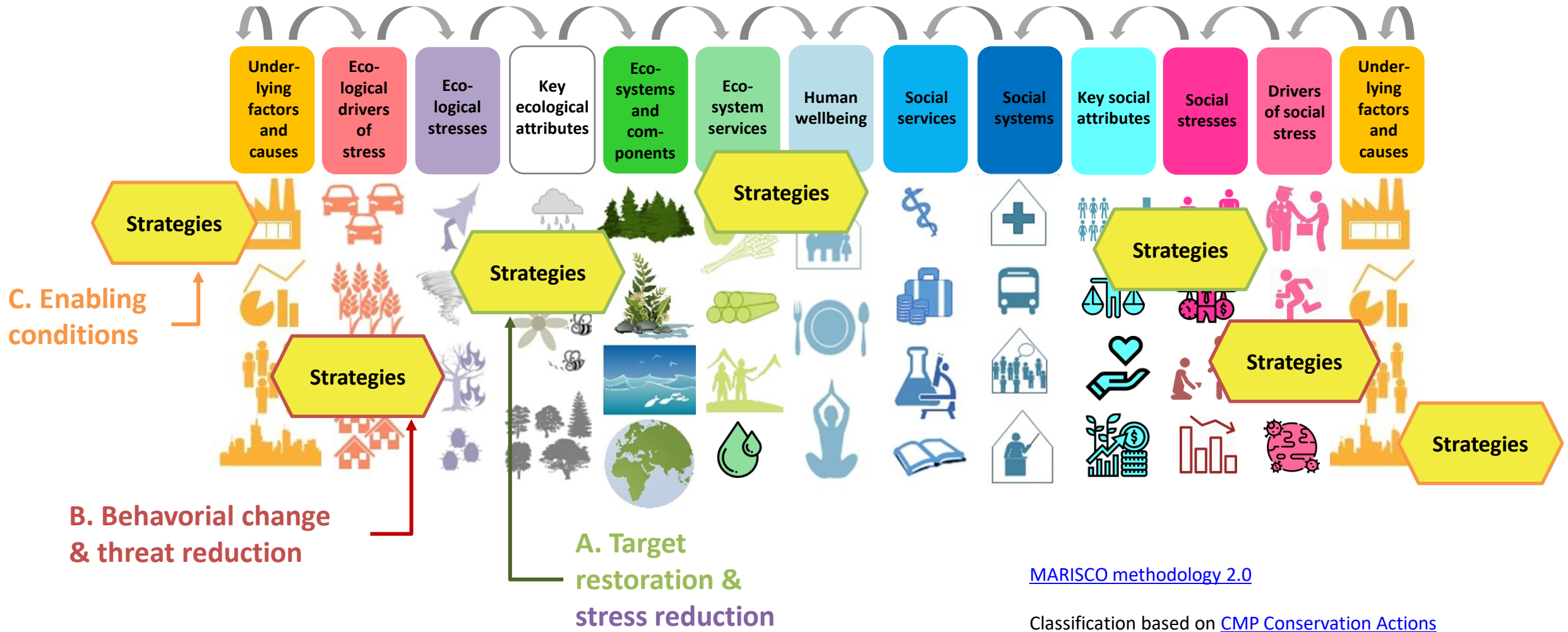
### 10. Institutional Development



<https://globalebafund.org/>

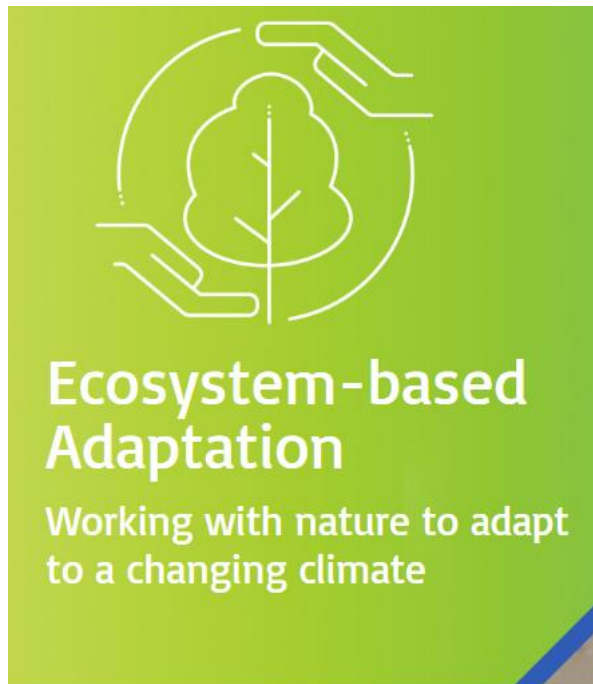
(See the classification list in Schick et al., 2022)

# MARISCO 2.0 – step sequence of the conceptual model



## 2. Other ways to think about types of strategies

### Lines of action in EbA approach



**More about EbA:**

<https://www.adaptationcommunity.net/ecosystem-based-adaptation/>

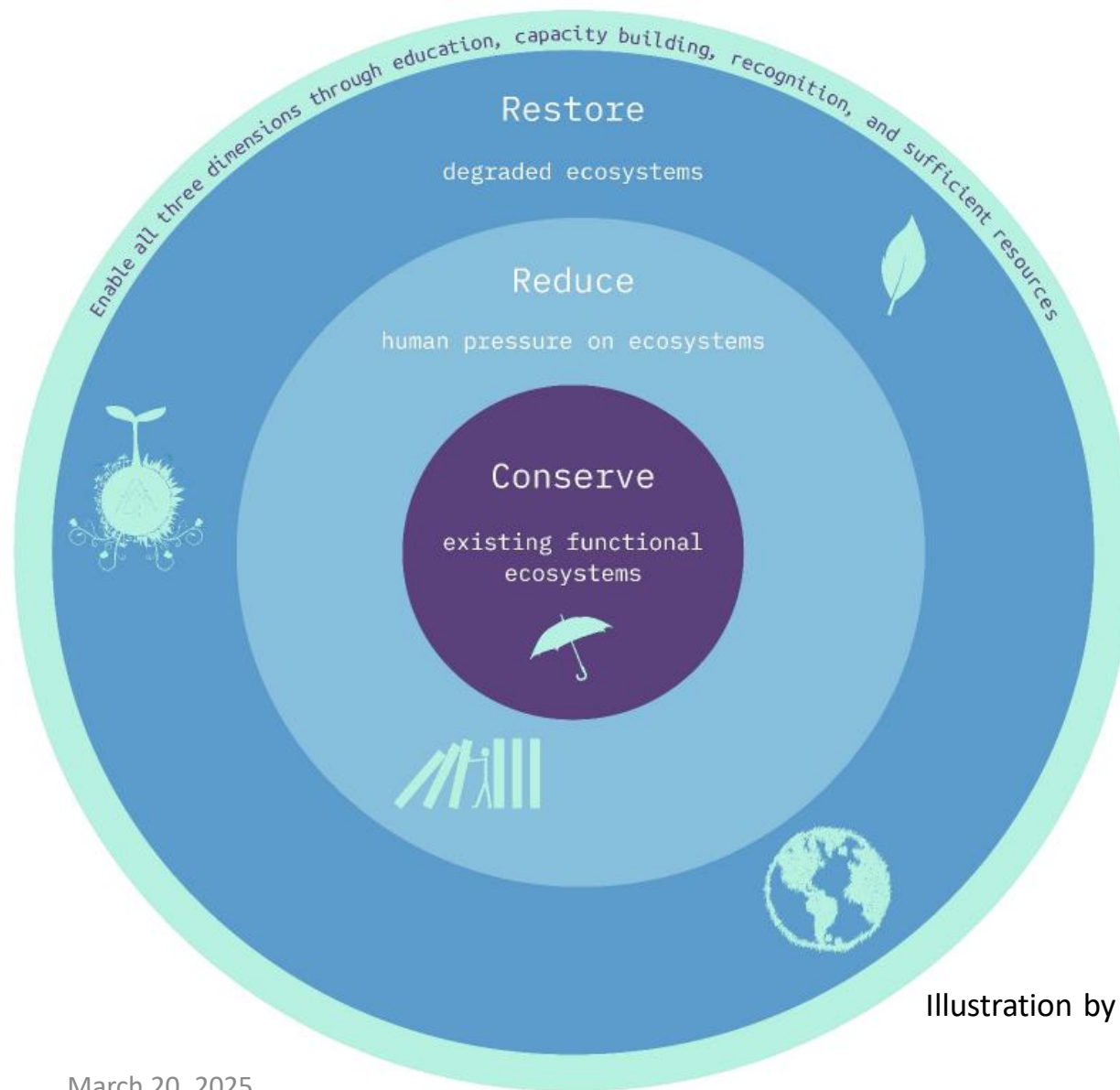


Illustration by A. Dichte



## Project example using EbA

### Implemented by:



Ministry  
of Environmental Protection  
and Natural Resources  
of Ukraine



Succow  
Stiftung



Centre for Economics and  
Ecosystem Management

INTERNATIONAL CLIMATE INITIATIVE (IKI)



Between 2018 – 2021  
Within 3 BR in Ukraine  
9 EbA measures fund and implemented

[Video: Climate Change Adaptation in Ukrainian Biosphere Reserves](#)



<https://www.eba-ukraine.net/>

## Project example using EbA



Which goals and strategies do you identify in this project?

Write them down on green cards (goals) and yellow cards (strategies)

## 2. Other ways to think about types of strategies

### Ecosystem stewardship framework

**A. Strategies to reduce vulnerability to known stresses**

**B. Stewardship strategies to prepare for, and shape, uncertain change**

**C. Strategies for transforming from traps to potentially more favorable trajectories**

Source: Chapin et al 2010

## Ecosystem stewardship framework

### A. Strategies to reduce vulnerability to known stresses

- ❖ Vulnerability theory
- ❖ Well proven

- **Reduce exposure to hazards and stresses**
  - Develop new governance for global-scale stresses
  - Manage based on projected changes
- **Reduce social–ecological sensitivities and adapt to adverse impacts**
  - Sustain multiple ecosystem services
  - Sustain/enhance human well-being
  - Address trade-off and co-benefits

Source: Chapin et al., 2010

## Ecosystem stewardship framework

### B. Stewardship strategies to prepare for, and shape, uncertain change

- ❖ Resilience theory
- ❖ Less proven

- **Maintain a diversity of options**
  - Subsidize innovations for socio-economic novelty and diversity
  - Renew functionality of degraded systems
  - Prioritize conservation of hotspots
  - Sustain diversity of culture, languages and knowledges systems
- **Enhance social learning to facilitate adaptation**
  - Coproduction: multidisciplinary and with different knowledge systems
  - Use of scenarios and simulations
  - Develop transparent information systems
  - Use adaptive management
- **Adapt governance to implement potential solutions**
  - Provide conditions for leadership
  - Foster social network that build trust
  - Overlapping responsibility among organizations

Source: Chapin et al., 2010

## Ecosystem stewardship framework

### C. Strategies for transforming from traps to potentially more favorable trajectories

- ❖ Social-ecological transformation
- ❖ Underlying theory and empirical evidence in the beginning

- **Preparing for transformation**
  - Engage stakeholders to identify dysfunctionality
  - Identify thresholds and plausible alternative states, and pathways
  - Identify barriers
- **Navigating the transition**
  - Identify potential crises and use them as opportunities
  - Maintain flexible strategies and transparency
  - Foster cross-scale and cross-organizational interactions
- **Building resilience of the new regime**
  - Incentives and values for stewardship in the new context
  - Initiate and mobilize social networks for problem-solving
  - Foster interactions and support of decision-makers at other levels

Source: Chapin et al., 2010

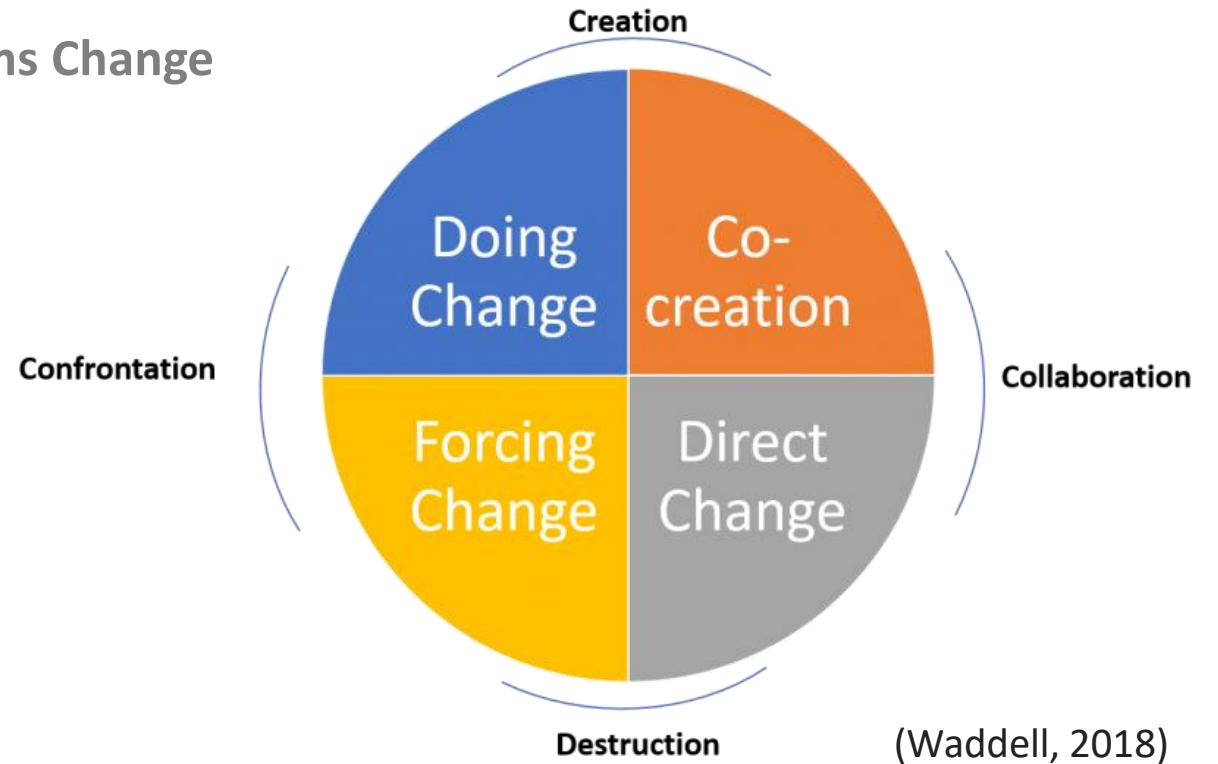


## 2. Other ways to think about types of strategies

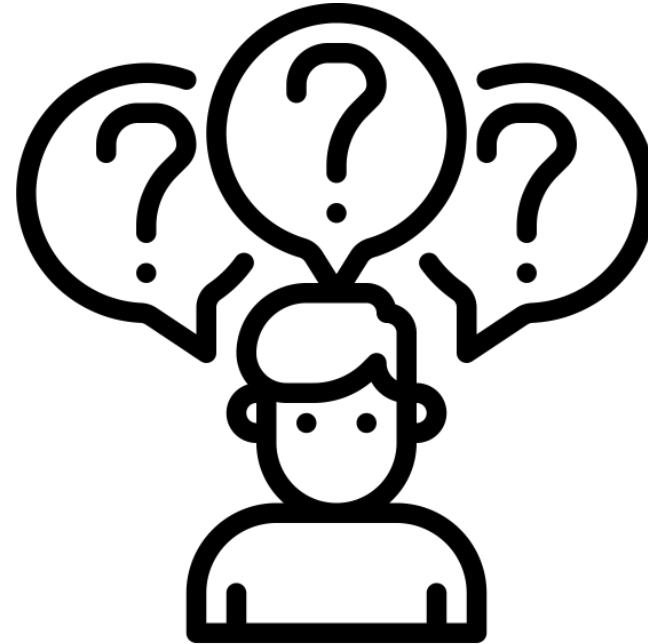
### Societal change approach

#### Four Strategies for Large Systems Change Steve Waddell

This will be explained during the session „Organisational learning“ with Prof. Welp



**Any questions?...**



Question by KonKapp from NounProject.com



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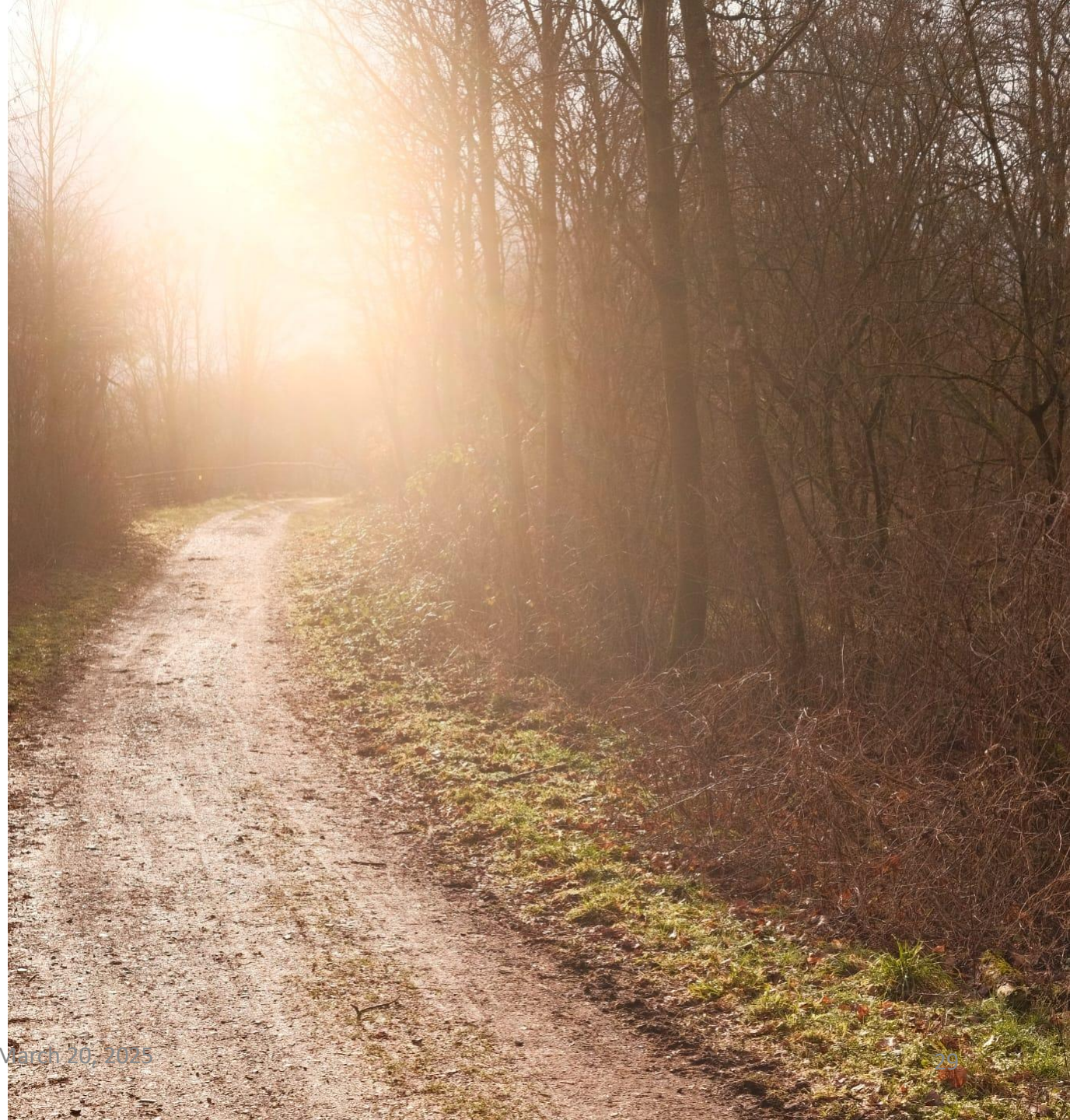
**Centre for Economics and  
Ecosystem Management**

**...thank you for  
your attention!**

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Strategies for change and transformation  
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# References

Chapin, F.S., III, S.R. Carpenter, G.P. Kofinas, C. Folke, N. Abel, W.C. Clark, P. Olsson, D.M. Stafford Smith, B.H. Walker, O.R. Young, F. Berkes, R. Biggs, J.M. Grove, R.L. Naylor, E. Pinkerton, W. Steffen and F.J. Swanson. 2009. Ecosystem Stewardship: Sustainability Strategies for a Rapidly Changing Planet. *Trends in Ecology and Evolution* 25:241-249.

Mack, K., A. Schick, J. Geyer, I. Kruhlov, A. Dichte & P.L. Ibisch. 2021. Ecosystem-based Adaptation in Ukraine based on three UNESCO Biosphere Reserves: Toolbox. Centre for Economics and Ecosystem Management (CEEM), Eberswalde, Michael Succow Foundation, Greifswald, Germany.

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